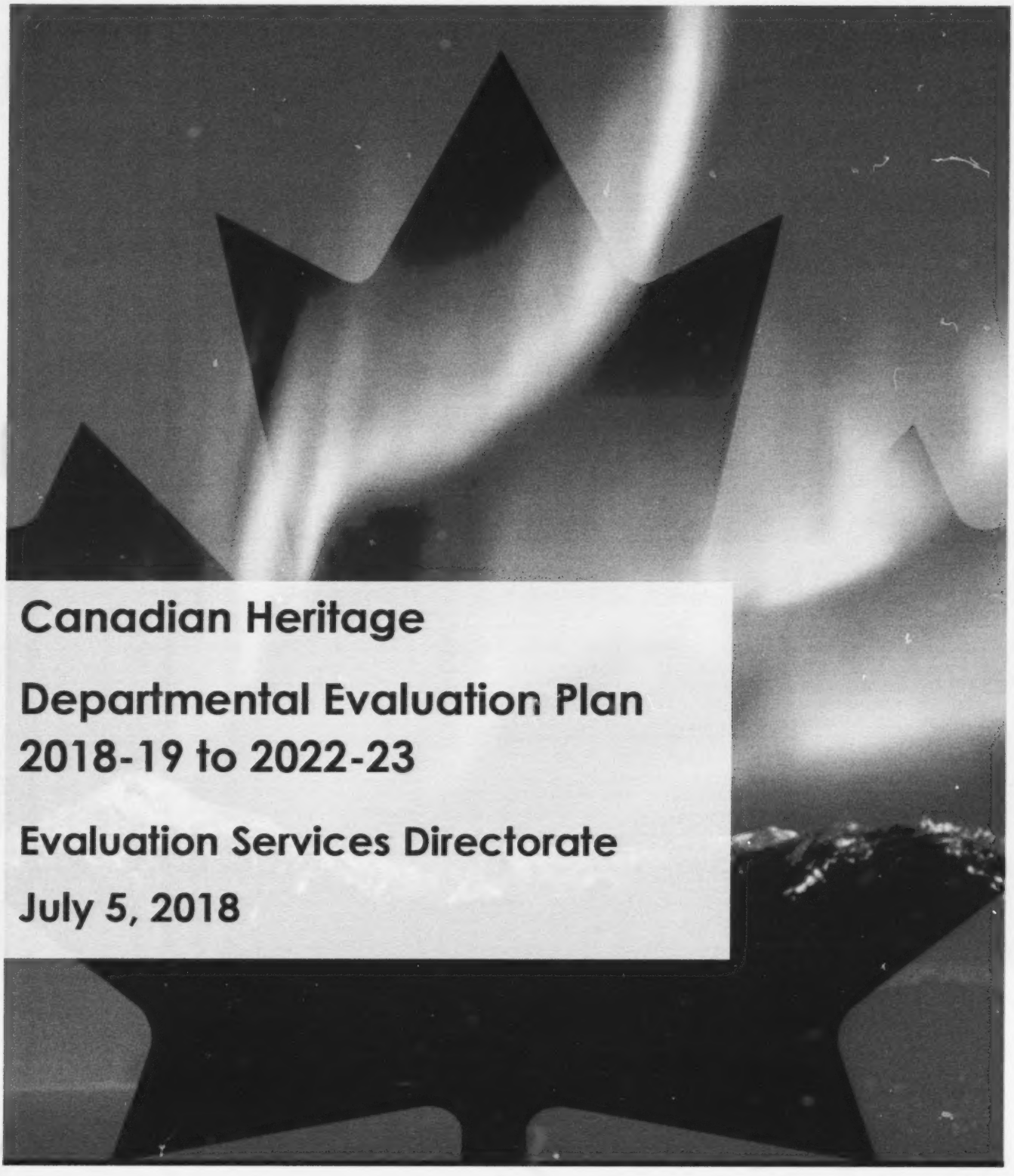
Patrimoine canadien Canadian Heritage



Canadian Heritage

Departmental Evaluation Plan 2018-19 to 2022-23

Evaluation Services Directorate

July 5, 2018

Canada

Departmental Evaluation Plan 2018-19 to 2022-23

Period from 2018-19 to 2022-23
Evaluation Services Directorate
July 5, 2018

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Deputy Minister's Message

I approve the Departmental Evaluation Plan of the Department of Canadian Heritage for the fiscal years 2018-19 to 2022-23, which I submit to the Treasury Board of Canada Secretariat as required by the Policy on Results.

I confirm that this five-year rolling Departmental Evaluation Plan:

- Plans for evaluation of all ongoing programs of grants and contributions with five-year average actual expenditures of $5 million or greater per year at least once every five years, in fulfillment of the requirements of subsection 42.1 of the *Financial Administration Act*;
- Meets the requirements of the Mandatory Procedures for Evaluation; and
- Supports the requirements of the expenditure management system including, as applicable, Memoranda to Cabinet, Treasury Board Submissions, and resource alignment reviews.

I will ensure that this plan is updated annually, and I will provide information about its implementation to the Treasury Board of Canada Secretariat, as required.

I am confident that the evaluations will contribute to the improvement of Canadian Heritage programs.

Original signed by:

Graham Flack
Deputy Minister
Canadian Heritage

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List of Acronyms and Abbreviations

ADM	Assistant Deputy Minister
CR	Core Responsibility
DEP	Departmental Evaluation Plan
DM	Deputy Minister
DP	Departmental Plan
DPS	Direct Program Spending
DRF	Departmental Results Framework
EXCOM	Executive Committee
ESD	Evaluation Services Directorate
FAA	*Financial Administration Act*
FTE	Full Time Equivalent
Gs&Cs	Grants and Contributions
GCMP	Grants and Contributions Modernization Project
HR	Human resources
MC	Memorandum to Cabinet
MAPs	Management Action Plans
OCAE	Office of the Chief Audit Executive
PCH	Canadian Heritage
PI	Program Inventory
PIP	Performance Information Profiles
PPU	Professional Practice Unit
RIPEC	Results and Integrated Planning Evaluation Committee
SPPCA	Strategic Policy Planning and Corporate Affairs
TB	Treasury Board
TBS	Treasury Board Secretariat

Introduction

This document describes the Canadian Heritage (PCH) (the Department) five-year rolling Departmental Evaluation Plan (DEP), developed in compliance with legislation and Treasury Board of Canada Secretariat (TBS) requirements.

The purpose of the DEP is to ensure that the Department is meeting accountability requirements with regards to evaluations while developing a strategic plan for the evaluation function. In addition, the Plan is an important management tool for the Head of Evaluation and supports the Deputy Minister (DM) in fulfilling his obligations under the *Financial Administration Act* (FAA) and the Treasury Board (TB) Policy Suite related to evaluation.

In compliance with the Policy on Results, the document clearly presents planned evaluation coverage for the period 2018-19 to 2022-23. The Plan ensures that PCH will undertake evaluations of Grants and Contributions programs with five-year average actual expenditures of $5 million or greater per year, and has considered the need to evaluate Grants and Contributions programs with five-year average actual expenditures of less than $5 million per year to apply the flexibility provided by the Policy on Results. The Plan also includes evaluations in conformance with commitments made through TB submissions. The Head of Evaluation will continue to work with senior management to ensure that the design of evaluations will allow addressing the Policy requirements as well as key management and/or stakeholder information needs associated with each program.

Departmental context

PCH mandate and role

PCH is the federal department that plays, with its Portfolio organizations, a vital role in the cultural, civic and economic life of Canadians.

The Department's mandate is set out in the *Department of Canadian Heritage Act* and centres on fostering and promoting "Canadian identity and values, cultural development, and heritage." The Act includes the specific responsibilities of the Minister of Canadian Heritage and the Minister of Sport and Persons with Disabilities as set out in federal statutes and regulations, as well as Orders in Council[1].

Departmental activities are largely structured by programs and policies that promote an environment where Canadians can experience dynamic cultural expressions, celebrate our history and heritage and build strong communities. The Department invests in the future by supporting the arts, our both official and indigenous languages as well as our athletes and the sport system.

[1] Canadian Heritage — 2018-2019 Departmental Plan

The Departmental Results Framework (DRF) implemented in November 2017 sets out five Core Responsibilities (CR) that reflect the Department's mandate[2]. The five CR and programs, outlined in the PCH 2018-19 Program Inventory (PI), are presented in Appendix 1.

According to the 2018-19 Main Estimates[3], PCH plans to spend over $1.31 billion in programs, policies, initiatives and services with approximately 80 percent going directly to recipients through transfer payments. Total forecasted spending for 2018-19 is outlined in the table below according to the Department's CR and internal services.

Table 1: PCH 2018-19 Main Estimates

Core Responsibilities	Expenditure Forecasts
CR1 – Creativity, Arts and Culture	$455,263,866
CR2 - Heritage and Celebration	$102,476,520
CR3 - Sport	$215,874,018
CR4 - Diversity and Inclusion	$90,049,755
CR5 - Official Languages	$368,561,899
Internal Services	$78,596,841
Total Budget	**$1,310,822,919**

Source: PCH 2018-19 Departmental Plan. Figures include: salary; operations and maintenance; capital; statutory and grants and contributions funding; and, the costs of employee benefit plans.

The Prime Minister mandated the Minister of Canadian Heritage to pursue an overarching goal of implementing the government's plan to strengthen Canada's cultural and creative industries, and the Minister of Sport and Persons with Disabilities to pursue an overarching goal promoting healthier Canadians through sport and recreation, and to ensure greater accessibility and opportunities for Canadians with disabilities[4].

These mandates are underpinned by the following key components:

- A commitment to an open, honest government that is accountable to Canadians, lives up to the highest ethical standards, and applies the utmost care and prudence in the handling of public funds.
- An undertaking to experiment with new approaches to existing problems for improving the delivery of programs.
- A co-ordinated approach to Gender-based Analysis Plus that bolsters research, policy development and results with respect to the promotion of gender equity in Canada, and as part of the Government of Canada's commitment to continuing to build on Canada's strength as a diverse and inclusive society.

As outlined in the 2018-19 Departmental Plan, the Department will pursue the following key results:

[2] For more information on the Department's Core Responsibilities, see the "Canadian Heritage 2018–19 Departmental Plan"

[3] Canadian Heritage — 2018-19 Departmental Plan

[4] For more information, please refer to Minister of Canadian Heritage Mandate Letter

1. The creative sector has adapted to the digital shift and plays a central role in the development and promotion of Canadian culture at home and abroad that reflects Canada's diversity.
2. Canadians' sense of belonging, pride, and appreciation of diversity is enhanced.
3. Linguistic duality is strengthened and Canadians have a better appreciation of the benefits of this duality.
4. Indigenous culture is promoted and appreciated and Indigenous languages are promoted, revitalized and preserved.
5. Government is open, innovative and modern in service delivery and the digital engagement of Canadians.
6. A national High Performance Strategy for sport emerging from the Sport Canada's Targeted Excellence Approach (2017) recommendations will be launched.

Experimentation @ PCH

Stemming from the Government of Canada commitment to innovation and experimentation, PCH promotes and supports the development and delivery of well-designed experimentation projects within programs and policies. As such, PCH has developed a framework on experimentation, guided by and aligned with the Government of Canada direction. In parallel, the Department has been taking steps to expand its knowledge and build capacity for conducting sound experiments to improve policy and program development. Hence, the Department has adopted an agenda for the next three fiscal years, designed to provide greater clarity about some of the key features of the department's experimentation approach that will be in place. The management expectation is that experimentation is carried out across all business lines, with a level of rigour and ambition that increases every year. Experimentation activities that will be carried out over the next three years should follow the cycle: planning, reporting and approvals; and be featured by some corporate processes and products such as Evaluation.

In this context, the Evaluation Services Directorate will continue to work with key stakeholders in order to assess results and provide timely conclusions to inform next steps with regards to experimentation. Furthermore, specific questions or case studies dedicated to experimentation activities will be included in future evaluations where appropriate.

Evaluation Services Directorate at PCH

Role of the evaluation function at PCH

The Evaluation Services Directorate (ESD) mandate is to provide high-quality evaluations in a timely manner to support accountability and decision-making, expenditure management and continuous improvement of PCH programs and policy. Furthermore, ESD provides advisory services to the Department's senior management in a variety of areas, including preparation of Memoranda to Cabinet, TB submissions and performance measurement activities.

In addition to its core business which is to conduct evaluation studies, the ESD, by its Professional Practice Unit (PPU), undertakes various activities to support and strengthen the

Departmental evaluation function. Besides planning, accountability and internal and external liaison responsibilities, the PPU develops tools and guidance documents to ensure the function's effectiveness and efficiency. The framework for the evaluation function at PCH is presented in Appendix 2.

ESD supports the Department effectively in demonstrating results for Canadians through the delivery of approximately 10 evaluations per year. By publishing evaluation reports and providing advisory and guidance services in a timely manner, ESD fulfils its role of providing evidence to inform decision making and to support program improvements. The logic model of the Directorate is presented in Appendix 4.

Governance structure for evaluation

In November 2017, the ESD became part of the Planning, Research and Evaluation Branch within the Strategic Policy, Planning and Corporate Affairs (SPPCA) sector. The Assistant Deputy Minister (ADM) of the SPPCA sector assumes the role of the Head of Evaluation.

The Head of Evaluation and the Director General of the Planning, Evaluation and Research Branch are supported by the ESD Director and staff. The Head of Evaluation chairs the Results, Integrated Planning and Evaluation Committee (RIPEC) which acts as a Performance Measurement and Evaluation Committee at PCH. RIPEC serves as decision-making body on matters relating to evaluation, performance measurement and risk. This Committee reviews deliverables related to accountability, planning, performance measurement, integrated risk management activities. The Head of Evaluation ensures timely submission to RIPEC of the DEP, evaluation terms of reference, evaluation reports, and results from the follow-up on status implementation of management action plans in response to evaluation recommendations. Once endorsed by the RIPEC, these documents (except the terms of reference) are presented for approval to the Executive Committee (EXCOM), chaired by the DM.

ESD priorities

To fulfill its mandate, the Directorate will put emphasis on the following priorities in 2018-19, while supporting PCH and the Government of Canada's priorities.

- Timely delivery of high-quality evaluations, within budget and in conformance with professional standards, to support decision making and meet legal and TB requirements
- Enrich ESD capacity by investing in people and fostering an environment of innovating thinking
- Collaborate with programs to advance the modernization and experimentation agenda
- Implement the Quality Assurance and Improvement Program (review of process, tools, model)
- Ensure timely public release of evaluation reports
- Encourage timely implementation of Management Action Plans (MAPs) in response to evaluation recommendations

ESD risks and mitigation strategies

As part of the DEP planning process, ESD performs a risk assessment in order to identify and mitigate risks that might affect the fulfilment of the Directorate's mandate. This pro-active approach aims to ensure ESD meets its annual priorities and delivers timely evaluations. To support effective planning, ESD has identified the following key risks for this planning cycle.

ESD Risk	Response
Insufficient capacity and resources to meet the increased demand to quickly review MCs and TB submissions, including annexes on results while continuing to deliver timely high-quality evaluations	Develop an internal strategy to meet the increased demand by allocating an additional resource to support the process of reviewing MCs and TB submissions, including respective annexes on results
Delay in the implementation of Management Action Plans in response to evaluation recommendations may affect departmental results and effectiveness	Work with programs to have a common understanding on what is considered sufficient to close evaluation recommendations Conduct semi-annual follow-ups focused on actions due for implementation in same fiscal year
Lack of sufficient performance information from Program could affect the quality of evaluations	The ESD will continue to: • Support program officials in verifying for each MC and TB submission, including respective annexes on results, that plans for performance information and evaluations are sufficient and that information on past evaluations is accurately represented and balanced • Advise program officials on the availability, quality, validity, and reliability of the indicators and information in the Performance Information Profile, including their utility for evaluation

Organizational structure and resources planning

The ESD currently has 18 full-time equivalents (FTEs), including 13.5 FTEs dedicated exclusively to fulfilling the commitments in the DEP. The other employees are part of the PPU and the office of the Director.

The Directorate will continue to strengthen the evaluation internal capacity through professional development, training, recruitment, etc. To ensure fulfillment of its mandate, the ESD takes into account resources needed and available, the duration of each evaluation project based on the risk level and complexity. Given the ambitious plan for 2018-19, the ESD will continue to hire experienced employees while also leveraging external resources to carry out the DEP. A new contracting service tool was implemented on 2017-18 for three years which will allow saving of time and effort when hiring external resources.

Financial resources dedicated to the evaluation function

The permanent budget for carrying out evaluations projects, effective since 2016-17, brought greater stability to ESD. The table below provides an overview of evaluation expenditures and human resources planned for 2018-19.

Table 2: ESD planned budget for the 2018-19

Expenditure Type	Estimated budget
Salaries (A-Base)	$2,132,000
Non-salary expenditures*	$797,000
Funds to be received from sectors**	$132,000
Total	**$3,061,000**
Full-Time Equivalents (#)* **	**22**

*Operations budget, not dedicated to DEP execution
**This amount includes allocated funds for evaluations in TB Submissions
***Including employees that will be hired through the year

Evaluation project management and resource optimization

ESD is committed to continuously seek cost-effective ways to conduct evaluations. In conducting evaluation projects, ESD leverage other internal expertise such as the Policy Research Group and the Financial Management Branch (financial planning and Gs&Cs Centre of Expertise). Targeted external resources are engaged to conduct specialized studies or fill temporary needs. This hybrid approach ensures ESD's nimbleness and value added.

In order to successfully carry out its activities, ESD will continue to implement strategies aimed at delivering relevant, high-quality, timely and cost-effective evaluation products and services. These strategies include, but are not limited to:

- leverage the flexibility provided in the Policy to calibrate and align the scope of work with management needs;
- include a contingency period for each project at the planning phase to ensure flexibility for responding to unforeseen events;
- explore innovative evaluation approaches and methodologies for overcoming challenges (e.g. availability of performance information);
- collaborate with PCH Office of the Chief Audit Executive (OCEA) to reduce duplication of effort or undue burden for programs;
- assess risks associated with programs for evaluation planning purpose to effectively determine the resources required for each evaluation project;
- consider the possibility of clustering/grouping programs for evaluation purposes where appropriate. Grouped evaluations can provide savings in terms of human and financial resources, but they also carry a higher level of risk.

Achievements in 2017-18

Evaluation projects carried out in 2017-18

The following tables show the progress made by ESD towards the 2017-18 to 2021-22 DEP. There were 13 active projects covering 15 programs and initiatives, of which six have been completed and seven will continue in 2018-19.

Table 3: Evaluation projects conducted in 2017–18

Completed evaluations (as of March 31, 2018)

No	PI #	Program Name	Status as of March 31, 2018/ Estimated end date	As planned
1	2.3.1	Development of Official-Language Communities Program (grouped 2.3.1 and 2.3.2)	Approved in May 2017 (grouped evaluation)	√
	2.3.2	Enhancement of Official Languages Program (grouped 2.3.1 and 2.3.2)	Approved in May 2017 (grouped evaluation)	√
2	2.3.3	Official Languages Coordination Program – (A) Horizontal Coordination of Roadmap for Canada's Official Languages 2013-18: Education, Immigration, Communities	Approved in May 2017	√
3	Included in 2.3.1 and 2.3.2	Roadmap for Canada's Official Languages 2013-18: Education, Immigration, Communities	Approved in May 2017 (horizontal evaluation led by PCH)	√
4	1.3.4	Canadian Conservation Institute	Approved in June 2017	√
5	2.1.1	Celebration and Commemoration Program	Approved in March 2018	As per revised date
6	2.2.5	Multiculturalism program	Approved in March 2018	√

Ongoing evaluations into 2018-19 (as of March 31, 2018)

No	PI #	Program Name	Status as of March 31, 2018/ Estimated end date	As planned
1	2.1.3	State Ceremonial and Protocol (Federal funding Lieutenant Governor's Program)	April 2018	As per revised date
2	1.1.5	Harbourfront centre	July 2018	As per revised date
3	1.2.10	TV5	October 2018	As per revised date
4	1.1.3	Canada Arts Training Fund	November 2018	√
5	2.2.4	150 Anniversary of Confederation	March 2019	√
6	1.1.1	Canada Arts Presentation Fund	April 2019 (grouped evaluation)	√
	1.1.2	Canada Cultural Spaces	April 2019 (grouped evaluation)	√
	1.1.4	Canada Cultural Investment Fund	April 2019 (grouped evaluation)	√
7	N/A	Youth Employment Strategy (Evaluation led by Employment and Social Development Canada / PCH Young Canada Works)	March 2020	N/A

Other activities carried out in 2017-18

In addition to conducting evaluation projects, ESD undertook various activities in the last fiscal year. Some of these activities are outlined below:

Advice and Guidance

The ESD provides ongoing advisory services to the Department's senior management in a variety of areas, including feedback and advice on the preparation of 20 Memorandum to Cabinet (MC) and TB submissions; contribution to the development of the Departmental Results Framework (DRF) and 13 Performance Information Profiles (PIPs), as well as other planning and performance documents (e.g. DP, Departmental Results Report, Program Terms and Conditions, Departmental Risk Profile, etc.). ESD supported the working group on Grants and Contributions Modernization Project (GCMP) at PCH, in particular as it relates to the following two objectives: 1) optimizing data collection and use in support of performance reporting; and 2) developing a methodology for measuring GCMP financial efficiency realization including efficiency indicators for program delivery.

Follow-up on evaluation recommendations

As required by the Policy, the Directorate undertakes follow-up activities with programs to assess progress toward the implementation of approved MAPs in response to evaluation recommendations. In place is a systematic tracking, once a year, of MAPs. ESD monitors the status of the implementation of the evaluation recommendations and reports the results of these follow-up activities to RIPEC and EXCOM. Dashboards with the results for 2016-17 were made available on PCH Intranet following the DM approval.

Based on the 2016-17 results and recognizing that Program Officials remain accountable for the implementation of their MAPs in response to evaluation recommendations, the ESD has adopted a new approach to fostering increased timely implementation rate of MAPs which includes working with programs to have a common understanding on what is considered sufficient to close evaluation recommendations. This approach was endorsed by RIPEC in September 2017 and is being implemented as part of the 2017-18 follow-up exercise. It should also be noted that future evaluations will contain a reasonable amount of recommendations for which Programs Officials will be encouraged to set realistic timelines moving forward.

Quality assurance and improvement program (QAIP)

To ensure effective continuous improvement of the function, ESD developed a quality assurance and improvement program (QAIP) Framework in 2017-18. Implementation of the framework will ensure the evaluation function will produce high quality evaluation reports continually to provide reliable data for decision-making purposes.

Post-Evaluation Survey

As part of the QAIP, ESD mandated the Policy Research Group to conduct a post-project survey to obtain feedback on the value and use of evaluations by focusing on the following areas: relationship, process and report, value and evaluation project management. The results are used by the Directorate to assess its strengths and identify areas of improvement.

Experimentation

ESD provided support to certain groups, based on needs, and participated in the working group responsible for providing strategic advice related to experimentation. As such, ESD developed, in collaboration with the OCEA, Management Practices to support Experimentation at Canadian Heritage. This document aims to enable PCH to deliver on its experimentation agenda in the context of innovation while ensuring appropriate stewardship and accountability of public funds. Key pillars are: Governance and Oversight, Risk Management, People Management, Project Management, Financial Management, Monitoring and Reporting. Together, these elements are designed to support the experimentation processes and practices at a strategic level as well as for individual experiments as both are necessary for success.

In addition to providing strategic advice, ESD led two sets of workshops targeted at federal government officials with a view to increase their understanding of experimental methods and to promote their use across a wide-set of government programs and policies. The workshops were designed to target two different groups of government officials: 1) senior program and policy managers, and (2) evaluators and policy analysts. Some 20 participants from each of these groups attended the workshops from January 30th to February 1st 2018.

In collaboration with external consultant, ESD also led the development of a research methodological design and an evaluation framework to test the Micro-Grant funding tool as a pilot project at PCH. The objective was to provide options of experimental design, as well as performance data to support decision-making.

Regular support activities

To more effectively carry out its mandate, the ESD is undertaking various activities, including a mid-year review of the 2017-18 to 2021-22 DEP, response to planning activities (Integrated Business Plan, Management Accountability Framework, etc.), monthly follow-up and update of the status of evaluation projects and other activities using a dashboard, conducting post-project surveys, response related to Access to information and privacy (ATIP) requests), etc. In compliance with TBS requirements, ESD undertakes activities related to publication of evaluation reports, including MAPs, following their approval by the DM. Approved reports and infographics are posted on canada.ca in both official languages.

In 2017-18, approximately 50% of approved evaluation reports were posted on Canada.ca within the 120 days deadline for public release of approved reports (see Appendix 6 for details). The Directorate has worked (and will continue to work) with the departmental Communications Branch to improve the publication process for evaluations products to fully

meet TBS requirements regarding the 120 days deadline for public release of DM approved evaluations.

An overview of the annual planning exercise

In compliance TB requirements, ESD annually conducts a planning exercise to identify the evaluation projects to be conducted in the next five-year evaluation.

Evaluation Universe

The universe represents the starting point of evaluation planning. The PCH 2018-19 PI, which lists the Department's direct program spending (DPS), was used as basic criterion to determine the evaluation universe, while considering Internal Services[5]. The Departmental Results Frameworks (DRF) was also taken into account to inform the evaluation universe. This ensures a broad overview of all mandatory and potential evaluable units.

The planning process

The Directorate referred to the Mandatory Procedures for developing the DEP outlined in the TB Policy on Results Interim Guidance[6]. Relevant documents (DP, Departmental Risk profile, PIPs) were also used as reference in order to take into account the environmental context and identify potential changes and additions.

As part of the evaluation planning process, ESD also undertook a risk assessment for evaluation planning purposes to update information on programs and in collaboration with Financial Management to obtain the Annual Reference Level Update for the coming year.

Consultations

ESD conducted internal consultation with Sector Management Tables and Branches as well as external consultation with TBS and other federal Departments and Agencies, in order to:

- engage senior management (both programs and internal services) in identifying departmental priorities regarding evaluation; and filter up specific needs and concerns expressed by programs with a view to adjusting the evaluation schedule based on changes in the landscape and risks.
- coordinate with the OCAE to:
  - harmonize the DEP and the risk-based audit plan;
  - ensure that there is no duplication or undue burden for programs; and
  - explore the possibility of conducting joint projects.
- engage TBS representatives to:
  - seek advice on evaluation coverage and obtain details on requirements for centrally-led evaluations, evaluation activities to support spending reviews and Policy activities.
- engage other federal departments and agencies regarding horizontal initiatives that PCH may be leading or may be called to contribute as a partner.

[5] Internal Services are embedded in the direct program spending

[6] last update September 2017

- conduct a planning session with ESD team to articulate the Directorate's risks and priorities while aligning with those of PCH identified in the 2018-19 DP.

Prioritization of evaluation projects

The risk assessment for evaluation planning purposes along with the consultations, in addition to the review of documents (TB and departmental documents and guidelines) were used to update the five-year evaluation calendar while ensuring a balanced distribution of resources and effort as well as in compliance with TBS requirements.

Approval

Once developed, the plan is first submitted to the Director, then the DG and the Head of Evaluation and finally to the RIPEC for endorsement and to EXCOM for approval, with recommendation for the DM final approval. The certification of the DM's approval follows the title page of this document.

Planned evaluation for 2018-19 to 2022-23

Scope of direct program spending (DPS)

In compliance with the Policy, the DEP 2018-19 to 2022-23 clearly presents planned evaluation coverage during a five-year cycle, and ensures that PCH has planned evaluations of:

- ongoing Gs&Cs programs with five-year average actual expenditures of $5 million or greater per year to fulfill the FAA (Section 42.1) and the Policy on Results requirements;
- Gs&Cs programs with five-year average actual expenditures of less than $5 million per year[7];
- evaluations in conformance with commitments made through TB submissions;
- programs without Gs&Cs components; and
- internal services.

As indicated in Table 4 below, evaluations planned for the next five fiscal years achieve 99% coverage of the DPS. The amounts represent those presented in the Main Estimates, as indicated in the 2018-19 DP. Policy activities[8] and Legal services, equivalent of 1% of the DPS, are not covered within this planning cycle. Therefore, discussions with Program Officials are underway to determine the evaluation approach for the Policy activities. Once consultations have been completed, the Policy activities will be reflected within the DEP.

[7] These evaluations are slated for completion within extended period of six years or more from the last approved evaluation

[8] Including Cultural Sector Investment Review, Broadcasting and Digital Communications, Copyright and International Trade and Film and Video Policy)

Table 4: Overview of total coverage of direct program spending, by financial year

Fiscal year	Amount	Coverage
Total forecast direct program spending	**$1,310,822,919**	
Annual coverage	**DPS coverage (including Internal Services)**	**% of coverage***
Year 1 : 2018-19	$49,125,885	4%
Year 2 : 2019-20	$214,410,255	16%
Year 3 : 2020-21	$532,745,473	42%
Year 4 : 2021-22	$413,678,320	32%
Year 5: 2022-23	$81,814,326	5%
Year 5: 2022-23 (to be started but not completed)	$7,508,051	1%
Total direct program spending coverage**	**$1,299,282,310**	**99%**
Direct program	$1,217,169,883	94%
Internal Services***	$82,112,427	5%

*The distribution of the percentage of coverage is based on the project end date, which is the date of approval of the evaluation report by the Deputy Minister, and coverage rates vary accordingly. However, coverage for year 5 is presented in two sections to allow for considerations of evaluations of programs that will start in that year but will not be completed within this five-year cycle.

**The Cultural Marketplace Framework Program comprised of four Policy activities (Cultural Sector Investment Review, Broadcasting and Digital Communications, Copyright and International Trade and Film and Video Policy) are not covered within this planning cycle.

***Legal services are also not included since the minimal amount found in the PCH budget represents the administrative staff in place to support the legal services and therefore have been scoped out.

DEP schedule for 2018-19 to 2022-23

The schedule of evaluations (presented in detail in Appendix 3) lists all evaluation projects that will be carried out by PCH from 2018-19 to 2022-23. In total, 46 programs will be evaluated over the next five years, including programs of Gs&Cs (with five-year average actual expenditures of $5 million or greater per year and Gs&Cs programs with five-year average actual expenditures of less than $5 million per year), internal services as well as PCH's contribution to the horizontal evaluation of Youth Employment Strategy led by Employment and Social Development Canada (ESDC).

In addition to the evaluation planned dates, the schedule indicates for each sub-component and initiative to be evaluated: the budget, the related risk level for evaluation planning purposes, and the audit planned dates for the next three years. The audit dates have been added to the plan to foster better coordination with the programs and also to allow better use of audit products.

Table 5: New evaluation projects slated to begin in 2018-19

No	PI #	Name of the program	Planned Evaluation Start and End Dates
1	1.2.5	Canada Music Fund – carried over from 2017-18	May 2018 – June 2019
2	1.2.6	Canada Book Fund – carried over from 2017-18	May 2018 – July 2019
3	2.3.3	Interdepartmental coordination (section 42 of the OLA)	June 2018 – September 2019
4	2.1.2	Capital Experience	August 2018 – January 2020
5	1.2.2	Canada Media Fund	January 2019 – April 2020
6	N/A	Communications Service	September 2018 – October 2019
7	1.2.7	Canada Periodical Fund	November 2018 – April 2020
8	2.1.5	Exchanges Canada Program	March 2019 – May 2020

Including the projects launched in previous years which will continue in 2018-19 (n=7), and those that will begin in 2018-19 (n=8), 15 evaluation projects, including 15 programs and initiatives, one internal service and one horizontal evaluation led by another department will be underway this fiscal year.

Planning for Other Evaluation Activities in 2018-19

In 2018-19, ESD will undertake other activities in support of the function and the Department. These activities are briefly described below, and have been taken into account in planning and resource decisions.

Advisory Services

With the Policy on Results, ESD expects sustained increase in demand for evaluation advisory services to support the review of MCs, TB submissions, including respective annexes on results. In this context, evaluation could have a larger role to play in the conceptualization and design stages of new programs to ensure that the program theory is sound and well-articulated or at the mid-term of the life cycle of a program to assess if it is underway to achieve its intended results.

Quality Assurance

As part of the continuous improvement of the evaluation function, risk-based quality assurance will continue to be performed for evaluation products, to ensure that they comply with the standards and procedures in the field of evaluation. An annual review of the system will help confirm its effectiveness or improve it.

Experimentation

ESD will continue to provide support to the Department in delivering its experimentation agenda. It will continue to contribute in building in-house capacity for conducting experiments as well as developing related tools and resources. Since the planning and

reporting cycles related to experimental projects are inherently shorter and the assessment of results will call for different evaluation methods, ESD will explore approaches to providing timely conclusions to inform next steps while supporting policy and program improvements.

Head of Evaluation's Annual Report

The second edition of the PCH Head of Evaluation's Annual Report launched in 2017-18 will be completed in 2018-19. This report will support the government's commitment to results-based management and evidence-based decision making by providing horizontal analysis of findings and recommendations stemming from evaluation reports. Cross analysis of evaluation findings and the impact of implementation of evaluation recommendations will outline trends and issues to support the DM and senior management in strategic decision making, results-based management and policy and program improvement.

Neutral Assessment of the Evaluation Function

As per the 2016 TB Policy on Results, deputy heads are responsible for ensuring the conduct of a neutral assessment of the evaluation function at least once every five years. The next neutral assessment for ESD is planned for 2018-19.

Summary of the other activities to be undertaken by ESD

Advice and Guidance

Activities related to the evaluation lifecycle

Activities	Description
Publication process	• Publication of evaluation reports and related activities
Lessons learned	• Internal lessons learned sessions
Post-project survey	• Seeking Feedback sought on value and use of evaluation products and services from the Evaluation working group members for recently completed projects
Capacity building	• Continuation of group training activities and information sessions for the staff

Planning and accountability activities

Activities	Description
Advisory services	• Advisory services to the Department's senior management in a variety of areas, including review of Memoranda to Cabinet, TB submissions and performance measurement activities
Departmental Evaluation Plan	• Mid-year review of the DEP 2018-19 to 2022-23 • Annual update of the DEP 2019-20 to 2023-24
Internal liaison	• Activities supporting corporate initiatives and integration (planning, risk management, ESD performance measurement, etc.)
External liaison	• Support to and participation in government-wide initiatives • Liaison with TBS, other departments, etc.
Information Management	• Restructuring of the electronic filing system for migration to GCDocs • Coordination of the submission of required documentation including related ATIP, communication and Web Services activities
Follow-up on evaluation recommendations and management action plans	• Monitoring the progress in implementation of DM approved recommendations and management action plans and present the results to the governance committee
Head of Evaluation Annual Report	• Preparation of the Head of Evaluation Annual Report at PCH

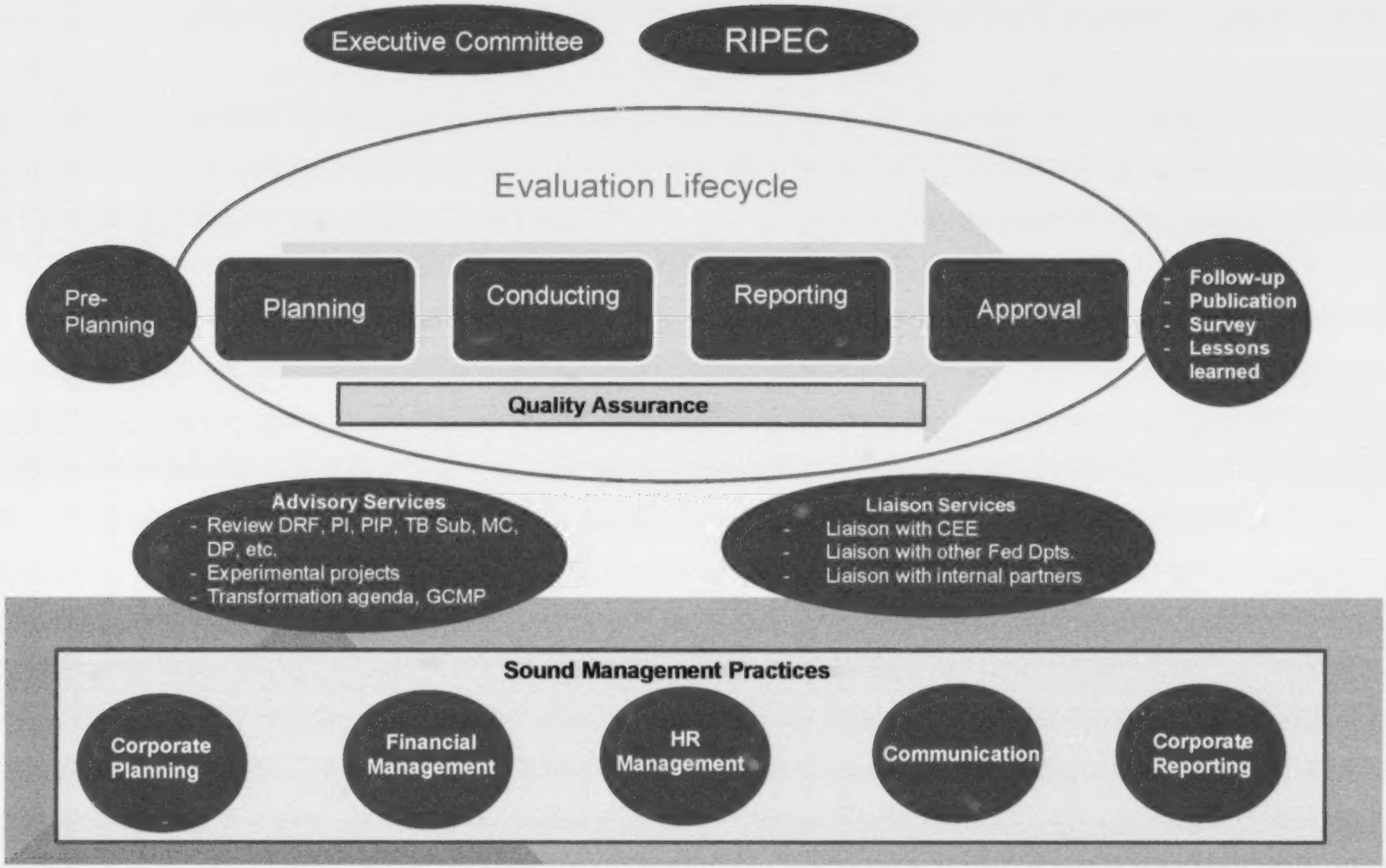
Experimentation & others

Activities	Description
Experimental projects	• Providing support to some experimental projects as part of the modernization of programs and integrate specific questions to experimentation activities in evaluation matrix in the future where appropriate
Quality Assurance (QA), innovation and continuous improvement activities	• Development of methodology, guides, tools and template • Performing risk-based QA • Development and maintenance of related process activities and reports
Grants and Contributions Modernization Project	• Provide advice and support in regards to the availability, quality, validity and reliability of indicators in support of evaluation

Appendix 1 – PCH 2018-19 Program Inventory

2018-19 Core Responsibilities and Program Inventory	2017-18 Lowest-level program of the Program Alignment Architecture
Core Responsibility 1: Creativity, Arts and Culture	
Arts	1.1.1 Canada Arts Presentation Fund
	1.1.2 Canada Cultural Spaces Fund
	1.1.3 Canada Arts Training Fund
	1.1.4 Canada Cultural Investment Fund
	1.1.5 Harbourfront Centre Funding
Cultural Marketplace Framework	1.2.9 Cultural Sector Investment Review
	1.2.1 Broadcasting and Digital Communications
	1.2.8 Copyright and International Trade
	1.2.3 Film and Video Policy
Cultural Industries Support and Development	1.2.2 Canada Media Fund
	1.2.4 Film or Video Production Tax Credits
	1.2.10 TV 5
	1.2.6 Canada Book Fund
	1.2.7 Canada Periodical Fund
	1.2.5 Canada Music Fund
Core Responsibility 2: Heritage and Celebration	
National Celebrations, Commemorations and Symbols	2.1.3 State Ceremonial and Protocol
	2.1.2 Capital Experience
	2.1.1 Celebration and Commemoration Program
Community Engagement and Heritage	2.2.2 Building Communities through Arts and Heritage Program
Prese .tion and Access to Heritage	1.3.1 Museums Assistance Program
	1.3.3 Canadian Heritage Information Network
	1.3.2 Canada Travelling Exhibitions Indemnification Program
	1.3.4 Canadian Conservation Institute
	1.3.5 Movable Cultural Property Program
Learning About Canadian History	2.1.4 Canada History Fund
Core Responsibility 3: Sport	
Sport Development and High Performance	3.1.3 Athlete Assistance Program
	3.1.2 Sport Support Program
	3.1.1 Hosting Program
Core Responsibility 4: Diversity and Inclusion	
Multiculturalism	2.2.5 Multiculturalism Program
Human Rights	2.2.1 Human Rights Program
	Court Challenges Program (functional area under 2.2.1 in 2017-18 PAA for Canadian Heritage)
Indigenous Languages and Cultures	2.2.3 Aboriginal Peoples' Program
Youth Engagement	2.1.5 Exchanges Canada Program
	2.1.6 Youth Take Charge
Core Responsibility 5: Official Languages	
Official Languages	2.3.1 Development of Official-Languages Communities Program
	2.3.2 Enhancement of Official Languages Program
	2.3.3 Official Languages Coordination Program

Appendix 2 – Evaluation Function at PCH



Appendix 3 – Schedule of evaluations for 2018-19 to 2022-23

This evaluation schedule has been developed based on the 2017-18 to 2022-23 DEP; legislations; Treasury Board requirements; commitments made in Treasury Board submissions; consultations with senior management, sectors management teams, TBS representatives and federal departments and agencies; coordination with the Chief Audit Executive; information provided in the risk fiches for evaluation purposes completed by programs and the reference levels obtained from the Financial Management Branch. The timelines thus established reflect departmental priorities and risks in evaluation while taking into consideration the specific needs and concerns expressed by programs.

Cultural Affairs

#	CR	PI #	Program name	Planned spending (DP 2018-19) ($)	Evaluation Risk Level[9]	Planned audit 2018-19 to 2020-21	Approved amount (ESD funding needed) $	Start date prior to 2018-19	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23
1	CR1	1.1.1	Canada Arts Presentation Fund (grouped 1.1.1, 1.1.2 & 1.1.4)	37,925,202	Moderate		126,100	Started in May 2017		End April 2019			
2	CR1	1.1.2	Canada Cultural Spaces Fund (grouped 1.1.1, 1.1.2 & 1.1.4)	60,103,039	Moderate	Q1 2018-19	126,100	Started in May 2017		End April 2019			
3	CR1	1.1.3	Canada Arts Training Fund	24,598,265	Moderate		126,100	Started in September 2017	End November 2018				
4	CR1	1.1.4	Canada Cultural Investment Fund (grouped 1.1.1, 1.1.2 & 1.1.4)	25,252,539	Moderate		126,100	Started in May 2017		End April 2019			
5	CR1	1.1.5	Harbourfront Centre Funding Program	5,102,698	Moderate	2020-21		Started in April 2017	End July 2018				
7	CR1	1.2.2	Canada Media Fund	135,026,799	High		184,600		Start January 2019		End April 2020		
8	CR1	1.2.5	Canada Music Fund	26,086,758	Moderate		126,100		Start May 2018	End June 2019			
9	CR1	1.2.6	Canada Book Fund	39,776,024	Moderate		126,100		Start May 2018	End July 2019			
10	CR1	1.2.4	Film or Video Production Tax Credits	(27,840)	Moderate	2019-20						Start April 2021	
11	CR1	1.2.7	Canada Periodical Fund	75,958,712	Moderate	2020-21	126,100		Start November 2018		End April 2020		
12	CR1	1.2.10	TV5	11,311,539	Moderate		126,100	Started in March 2017	End October 2018				

[9] The risk level for evaluation project planning is based on the following six factors: (1) relative importance of the program (in terms of budget); (2) performance management capacity and soundness of the program theory; (3) program complexity; (4) responsiveness – public interest and visibility; (5) preparedness for evaluation; and (6) specific information needs of the program and/or senior management. The level of overall risk is an important factor in determining the level of effort and resources necessary for conducting evaluation projects.

Citizenship, Heritage and Regions Sector

#	CR	PI #	Program name	Planned spending (DP 2018-19) ($)	Evaluation Risk Level	Planned audit 2018-19 to 2020-21	Approved amount (TBS funding model) $	Start date prior to 2018-19	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23
13	CR2	1.3.1	Museums Assistance Program	23,206,217	Moderate		126,100			Start April 2019	End July 2020		
15	CR2	1.3.2	Canada Travelling Exhibitions Indemnification Program	392,925	Moderate		126,100						Start September 2022
16	CR2	1.3.3	Canadian Heritage Information Network (grouped 1.3.3 & 1.3.4)	2,638,933	Moderate		62,600				Start March 2021		End March 2023
17	CR2	1.3.4	Canadian Conservation Institute (grouped 1.3.3 & 1.3.4)	9,598,467	Moderate		126,100				Start March 2021		End March 2023
18	CR2	1.3.5	Movable Cultural Property Program	1,145,273	Moderate		126,100						Start August 2022
19	CR2	2.1.4	Canada History Fund	5,035,533	Moderate		126,100			Start November 2019		End April 2021	
20	CR4	2.1.5	Exchanges Canada Program	20,539,902	Moderate		126,100		Start March 2019		End May 2020		
21	CR4	2.1.6	Youth Take Charge	2,405,549	Moderate		126,100				Start March 2021		End August 2022
22	CR2	2.2.2	Building Communities Through Arts and Heritage	22,751,119	Moderate		126,100			Start November 2019		End April 2021	
23	CR4	2.2.3	Aboriginal Peoples' Program (including Aboriginal Languages Initiative)	44,348,093	High		184,600			Start September 2019	End January 2021		
24	CR4	2.2.5	Multiculturalism Program (Contribution of Audit group)	12,651,024	High	2019-20	TBC				Start January 2021		End December 2022
25	CR5	2.3.1	Development of Official-Language Communities Program (grouped evaluation 2.3.1 & 2.3.2)	249,845,222	High	2020-21	126,100			Start March 2020		End February 2022	
26	CR5	2.3.2	Enhancement of Official Languages Program (grouped evaluation 2.3.1 & 2.3.2)	115,687,103	High	2020-21	126,100			Start March 2020		End February 2022	
27	CR5	2.3.3	Official Languages Coordination Program (B. Interdepartmental coordination (section 42 of the OLA))	3,029,574	Moderate		126,100		Start June 2018	End September 2019			

Sport, Major Events and Commemorations Sector

#	CR	PI #	Program name	Planned spending (DP 2018-19) ($)	Evaluation Risk Level	Planned audit 2018-19 to 2020-21	Approved amount (ESD funding model) $	Start date prior to 2018-19	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23
28	CR2	2.1.1	Celebration and Commemoration Program	18,426,321	Moderate		126,100					Start July 2021	End December 2022
29	CR2	2.1.2	Capital Experience	11,168,349	Moderate	2020-21	126,100		Start August 2018	End January 2020			
30	CR2	2.1.3	State Ceremonial and Protocol (Federal funding Lieutenant Governors' Program)	5,510,224	Moderate		126,100	Started in October 2016	End April 2018				
31	CR3	3.1.1	Hosting Program (Grouped 3.1.1, 3.1.2 & 3.1.3)	26,376,362	Moderate		126,100			Start April 2019	End December 2020		
32	CR3	3.1.2	Sport Support Program (Grouped 3.1.1, 3.1.2 & 3.1.3)	155,806,933	Moderate		126,100			Start April 2019	End December 2020		
33	CR3	3.1.3	Athlete Assistance Program (Grouped 3.1.1, 3.1.2 & 3.1.3)	33,690,723	Moderate		126,100			Start April 2019	End December 2020		

Strategic Policy, Planning and Corporate Affairs Sector

34	CR4	2.2.1	Human Rights Program	6,171,303	High	2020-21	184,600			Start February 2020		End January 2022	
35	N/A	N/A	Court Challenges Program	Included in 2.2.1			126,100						Start September 2022

Other (Canada 150 Secretariat)

36	N/A	2.2.4	150th Anniversary of the Confederation	2,603,159				March 2017	End March 2019				

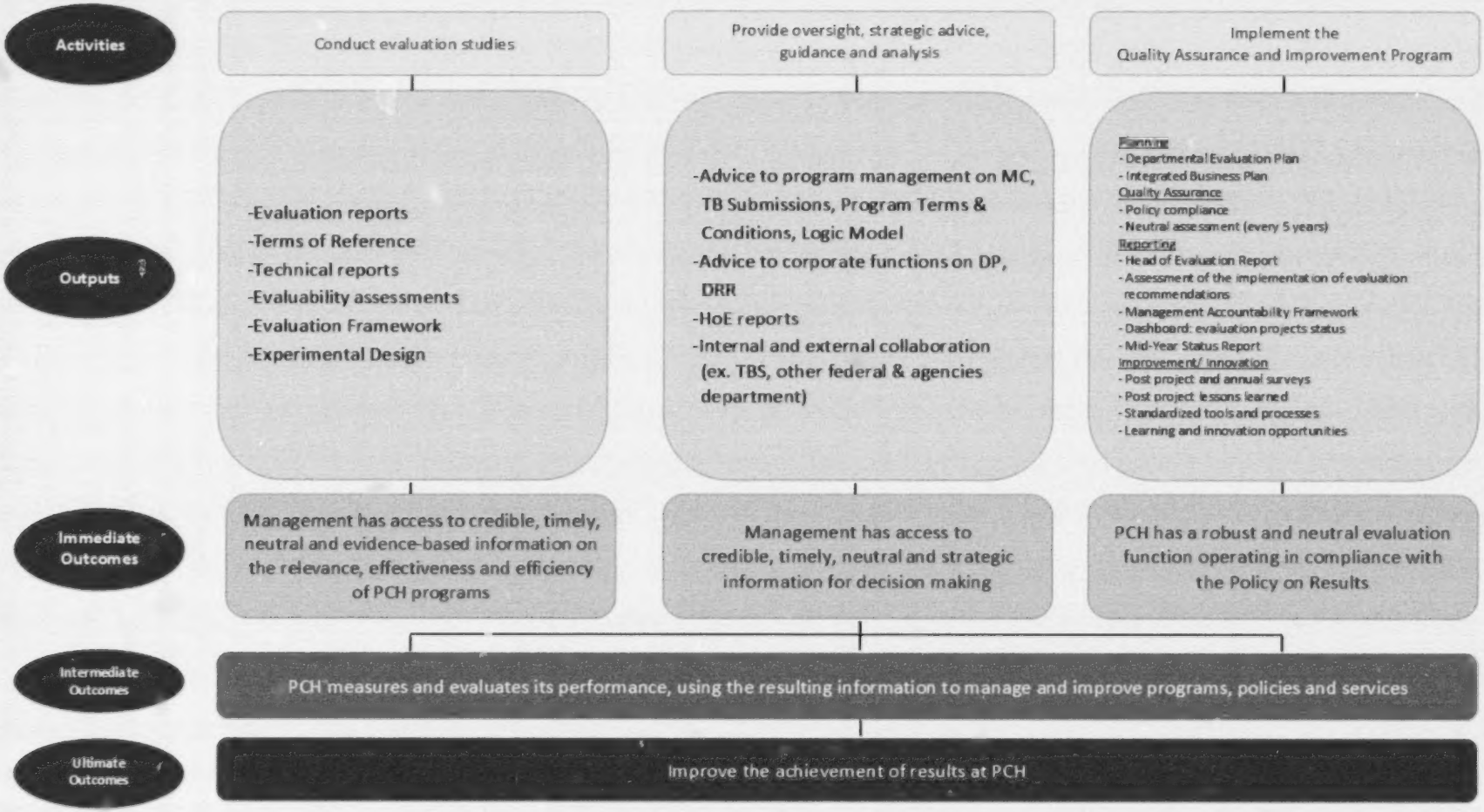
Internal Services

#	CR	PI #	Program name	Planned spending (DP 2018-19) ($)	Evaluation Risk Level	Planned audit 2018-19 to 2020-21	Approved amount ($so funding needed) $	Start date prior to 2018-19	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23
37	N/A	N/A	Acquisition Management	943,533	TBD						Start May 2020	End October 2021	
38	N/A	N/A	Communications	11,068,770	TBD	Q2 2018-19			Start September 2018	End October 2019			
39	N/A	N/A	Financial Management	5,969,853	TBD								Start May 2022
40	N/A	N/A	Human Resources Management	12,990,815	TBD	Q2 2018-19					Start May 2020	End October 2021	
41	N/A	N/A	Information Management	5,455,631	TBD	2019-20				Start May 2019	End April 2020		
42	N/A	N/A	Information Technology	9,336,101	TBD					Start May 2019	End October 2020		
43	N/A	N/A	Management and Oversight Services	32,959,417	TBD							Start May 2021	End October 2022
44	N/A	N/A	Material	253,692	TBD						Start May 2020	End October 2021	
45	N/A	N/A	Real Property	3,134,615	TBD							Start May 2021	End October 2022

Horizontal Initiatives with other federal departments

46	N/A	N/A	Youth Employment Strategy (Evaluation lead by Employment and Social Development Canada / PCH Young Canada Works)					Started in May 2016	Ongoing	End January 2020			

Appendix 4 – ESD Logic Model


Activities
Conduct evaluation studies
Provide oversight, strategic advice, guidance and analysis
Implement the Quality Assurance and Improvement Program
Outputs
-Evaluation reports
-Terms of Reference
-Technical reports
-Evaluability assessments
-Evaluation Framework
-Experimental Design
-Advice to program management on MC, TB Submissions, Program Terms & Conditions, Logic Model
-Advice to corporate functions on DP, DRR
-HoE reports
-Internal and external collaboration (ex. TBS, other federal & agencies department)
Planning
- Departmental Evaluation Plan
- Integrated Business Plan
Quality Assurance
- Policy compliance
- Neutral assessment (every 5 years)
Reporting
- Head of Evaluation Report
- Assessment of the implementation of evaluation recommendations
- Management Accountability Framework
- Dashboard: evaluation projects status
- Mid-Year Status Report
Improvement/ Innovation
- Post project and annual surveys
- Post project lessons learned
- Standardized tools and processes
- Learning and innovation opportunities
Immediate Outcomes
Management has access to credible, timely, neutral and evidence-based information on the relevance, effectiveness and efficiency of PCH programs
Management has access to credible, timely, neutral and strategic information for decision making
PCH has a robust and neutral evaluation function operating in compliance with the Policy on Results
Intermediate Outcomes
PCH measures and evaluates its performance, using the resulting information to manage and improve programs, policies and services
Ultimate Outcomes
Improve the achievement of results at PCH

Appendix 5 – Overview of Evaluation Planning Consultation Findings

From February to March 2018, ESD conducted consultations with sectors management in order to inform the planning process. A summary of key points stemming from these consultations is presented below.

- GBA+, Diversity and inclusion in ESD service delivery

Emphasis put on the importance of considering gender equality, diversity and inclusion in evaluations. Questions related to these thematics to be included in evaluation matrix in order to demonstrate results.

- ESD involvement in experimentation

As part of Government of Canada commitment to experimentation to improve program delivery, Canadian Heritage is conducting small experiments across all business lines, and all programs have committed to detailed experimentation plans for 2018-19 that build on the exploratory work of previous years. In this context, ESD as well as all sectors have expressed interest in evaluation of the experimental projects. ESD will work with stakeholders and with TBS and the Privy Council Office in order to address the assessment of the results of these experiments projects.

- Continued interest in joint audit and evaluation project

Following the pilot project "Joint Audit and Evaluation of Budgetary Controls – Vote 1" carried out in 2016-17 by the Office of the Chief Audit Executive and the Evaluation Services Directorate as well as support provided by the of Audit staff in the evaluation of the Multiculturalism Program in 2017-2018, there is some interest in conducting other joint audit and evaluation projects within the Department. This joint engagement was an innovative initiative that generated benefits such as efficiency, reduction of burden on program staff, while providing value-added for management.

Appendix 6 – Overview of progress made by ESD towards the 2017-18 to 2021-22 DEP

No	PI #	Program Name	Status (as of March 31, 2018)	As planned	Date sent to TBS	Publication date
1	2.3.1	Development of Official-Language Communities Program (grouped evaluation 2.3.1 and 2.3.2)	Approved in May 16, 2017	√	May 19, 2017	November 16, 2017
	2.3.2	Enhancement of Official Languages Program (grouped evaluation 2.3.1 and 2.3.2)	Approved in May 16, 2017	√	May 19, 2017	November 16, 2017
2	2.3.3	Official Languages Coordination Program – (A) Horizontal Coordination of Roadmap for Canada's Official Languages 2013-18: Education, Immigration, Communities	Approved in May 29, 2017	√	May 31, 2017	January 29, 2018
	Included in 2.3.1 and 2.3.2	Roadmap for Canada's Official Languages 2013-18: Education, Immigration, Communities	Approved in May 29, 2017 (horizontal evaluation led by PCH)	√	May 31, 2017	January 29, 2018
3	1.3.4	Canadian Conservation Institute	Approved in July 17, 2017	√	July 28, 2017	March 29, 2018
4	2.1.1	Celebration and Commemoration Program	Approved in March 27, 2018	As per revised date	April 10, 2018	Targeted date: July 25, 2018
5	2.2.5	Multiculturalism program	Approved in March 29, 2018	√	April 10, 2018	Targeted date: July 27, 2018